EXECUTIVE SUMMARY REPORT

North of Portage Administrative Task Force

July 1983

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The Hon. Lloyd Axworthy
Minister of Employment
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House of Commons
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Minister of Urban Affairs
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His Worship Mayor William Norrie
City of Winnipeg
Council Bldg., Civic Centre
510 Main Street
Winnipeg, Manitoba
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Gentlemen:

Re: North of Portage Administrative Task Force

The North Portage Administrative Task force has completed its assignment. On behalf of the Task Force, which consists of:

Mr. J.C. Mackay - Regional Executive Director, ITC/DREE

Mr. D. Cringan - Policy Advisor to the Minister of Employment and Immigration

Mr. M. Decter - Clerk of the Manitoba Executive Council

Mr. D.M. Sanders - Deputy Minister, Manitoba Department of Urban Affairs

Mr. N.W. Diakiw - Chief Commissioner, City of Winnipeg

Mr. D. Henderson - Commissioner of Environment, City of Winnipeg

I am pleased to submit a copy of the Executive Summary Report and Technical Report for your consideration.

Yours sincerely,

J.C. Mackay
Chairman
North of Portage Administrative Task Force

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A. INTRODUCTION

Early in May 1983, the City of Winnipeg, the Province of Manitoba and the Government of Canada committed up to $20 million each for development and infrastructure purposes and established a tri-level Administrative Task Force to review plans and procedures and to recommend, within a sixty-day period, a specific course of action for the North of Portage area in downtown Winnipeg. (The study area is defined by Portage Avenue, Colony/Balmoral Avenues and Notre Dame Avenue). The Task Force was established in response to public concern regarding the deterioration of this area and the need for a major development thrust involving public, private and institutional investments to revitalize this key area in the central business district of Winnipeg. The sixty-day time period for the Task Force's work was set to meet the basic objective of quick start for construction in the North Portage area.

The Task Force invited representatives of organizations in the area, interested parties and the public at large, and held meetings with over 30 organizations, received over 50 written representations and heard from nine organizations at a public forum on June 16 and June 17. The Task Force also engaged technical expertise to provide it with site planning, financial and economic advisory services.

As part of the representations that were submitted, a number of comprehensive development proposals were reviewed by the Task Force, as follows:

1. The March 1983 Proposal was a major plan involving a sportsplex, retail, commercial, housing and institutional elements.

2. The Winnipeg Jets and Fairweather Properties presented a major plan including an "Omniplex", retail, housing, commercial and institutional elements.

3. The Winnipeg Developers Consortium presented a major plan involving three components: (a) a "Northside Place"; (b) housing; and (c) a cultural centre.

4. The NORPO Group forwarded two alternative plans involving a sportsplex, retail, commercial, housing and institutional elements.

5. The Task Force Group, under direction of the Task Force, prepared a variety of other options as part of the Task Force's deliberations.

Utilizing the evaluation criteria identified by the Task Force, and the financial and analytical capacity of its technical resources, the Task Force came to a unanimous recommendation regarding:

(a) the Concept Plan for development of the area;

(b) an implementation mechanism;

(c) a Financial Plan; and

(d) the steps to Implement the Plan.

B. SCOPE OF REPORT

The North of Portage area is located in the central business district of downtown Winnipeg bounded by Portage Avenue, Balmoral/Colony Streets and Notre Dame Avenue (see map). The area is not homogenous. The target zone for mixed use (retail, commercial, residential, institutional, and recreational elements) is the area bounded by Portage, Colony, Ellice and Hargrave (Zone 1 on the map). The target zone for residential development, community improvement, community recreational development, enhanced safety and other related community measures is the north of Ellice zone, bounded by Balmoral/Colony, Hargrave and Notre Dame (Zone 3 on the map). The Task Force has not made specific recommendations for Zone 2 of the area (bounded by Hargrave, Notre Dame and Portage) as there has been continuing development of hotel/commercial/entertainment elements in this area.

The physical and social environment of Zones 1 and 3 of the area has been in decline for a number of years highlighted in particular by the deteriorating retail character and image of the north side of Portage Avenue. Presentations to the Task Force reiterated concern about the problems of this area, and identified the need for improvements in housing, safety and recreation as well as in office and retail activity. The Task Force was also urged to consider the impacts that the North Portage redevelopment in Zone 1 would have on both the established residential area to the north in Zone 3 and the established retail area outside the area on the south side of Portage Avenue.

The Task Force's conclusions and recommendations are directed at activities to be undertaken in a five-year Phase I period (1983-1988) for redevelopment of the area by the three levels of government and the private sector. Where appropriate, the Task Force has specifically identified actions that are recommended for a Development Corporation to be established jointly by the three levels of government. The Task Force's conclusions are presented as follows in subsequent sections.

1. The Concept Plan
2. Schedule for Development
3. The Implementation Mechanism
4. The Financial Plan
5. Economic Impacts
6. Steps to Implement the Plan

STUDY AREA

C. THE CONCEPT PLAN

The Task Force recognizes that the successful development of the area North of Portage must balance and interrelate a number of elements essential to the life of any major community. Consideration must also be given to the city as a whole, including areas adjacent to North Portage.

The Task Force realizes the success of the redevelopment of the North of Portage and the whole of the Portage downtown area rests in the ability to create an environment attractive and useful to people. It is necessary to reverse recent trends which more and more discourage people from the area or which speed people through it.

The Task Force carefully reviewed each of the comprehensive proposals presented to it during the course of its work. It also carefully examined the various specific elements suggested for development in the area.

As a result, the Task Force concluded that the Concept Plan for North Portage development should call for a "mixed" development anchored by existing retail establishments linked by a major new complex (Portage Place), and supported by complementary development covering four distinct areas: an Urban Village in the Vaughan Street area; a Housing Complex between Kennedy and Edmonton; Science Place Canada on the former St. Paul's College site; and the North of Ellice Neighbourhood.

Each of the above five major elements of the recommended Concept Plan is elaborated on below:

1. Portage Place

Portage Place is a major proposed complex which will provide retail and related commercial establishments in an imaginative setting. It will reinforce Portage Avenue as Winnipeg's major historical shopping axis and serve to attract city residents, Manitobans and tourists.

An enclosed glass-covered public mall in Portage Place over a portion of the existing Portage right-of-way between Colony and Carlton, with weather-protected extensions, is proposed to link Eaton's and The Bay. This public mall will form a strong and vital link between the existing major retail "anchors". It will also accommodate a variety of activities, exhibits and special events and be accessible to the public 24 hours every day of the year in a safe, managed environment.

An attached mixed-use structure in Portage Place will incorporate 200,000 square feet (18,580 square meters) of

retail space, a similar amount of commercial office space, underground parking and other elements as appropriate. Serious consideration should also be given by senior governments, as appropriate, to help finance the following possible components for this mixed-use structure:

- a new public-oriented Science Centre (Destination Manitoba represents one possible source of senior government funding for this component.);

- the Adult Education Centre;

- the relocated YWCA activities;

- a relocated Liquor Commission store; and

- if a year-round casino were possible, it could be located in the complex.

In total, the Portage Place complex will serve to integrate and unite the activities of the north and south sides of Portage Avenue. It will provide an enclosed weather-protected, people-oriented environment which will act as a catalyst and a focus for further development. To facilitate this development, Portage Avenue vehicular traffic will be realigned to the north of Portage Place between Colony and Carlton. The realigned roadway will retain Portage Avenue's historic width, while the Portage Place public mall will establish a pedestrian-oriented right-of-way over a portion of the existing roadway.

The Portage Place focus will also be strengthened by other elements, including:

(a) extension of the Portage Place mixed-use structure over the realigned Portage Avenue, between Kennedy and Edmonton, providing weather-protected public access to a new North Portage Housing Complex;

(b) a weather-protected skywalk from Portage Place to the YMCA building, providing access to expanded fitness facilities in the Urban Village; and

(c) a possible 350 room high-quality hotel on the north side of Portage Avenue connected to the retail elements of Portage Place. (The prospects for the hotel will improve once the dramatic nature of the plan is demonstrated and construction could be expected in the latter stages of Phase I.)

The Task Force recommends that the federal and provincial governments should commit to lease up to 100,000 square feet (9,290 square meters) of office space in Portage Place as an incentive to encourage this development. In addition, it is recommended that a study be undertaken to define how a transit facility in the area could be integrated with the plan.

2. Urban Village

An "urban village" ambiance with open space is proposed and will be achieved by the closure of both Webb Place and Vaughan Street north of Portage Avenue.

The Vaughan Street Village will be strengthened by the following compatible elements recommended for this area:

(a) new residential units on the east side of Vaughan;

(b) the relocated Royal Winnipeg Ballet facility in or around the Isbister School;

(c) the retention of several existing buildings, including Isbister School, the YMCA building and the YWCA building;

(d) the renovation and expansion of the existing YMCA fitness facilities to improve the YMCA's ability to meet its ongoing needs and the needs of the emergent local community (serious consideration to help finance the renovation should be given by senior governments);

(e) conversion of the YWCA building to a women's centre, consolidating the activities of various women's groups under a common roof;

(f) the converted YWCA building should include provision for the University of Winnipeg's day care training program as proposed by the University's Community Centre concept;

(g) a possible new Union Centre between Vaughan and Colony along the north side of Portage Avenue, providing 100,000 square feet (9,290 square meters) of office and ancillary space plus other elements;

(h) a new food shopping area, or "food street" associated with the housing facility; and

(i) provision of appropriate new parking spaces to serve the area's needs.

3. Housing Complex

Housing will be an integral part of the North Portage development. Approximately 800 new housing units will be targetted in the area south of Ellice, aimed at a variety of housing types, with sufficient government incentives to enable their development.

A major new residential facility will be constructed on the block bounded by Portage Avenue, Kennedy Street, Ellice Avenue and Edmonton Street. This facility will be linked to Portage Place, and could include housing located over the realigned Portage Avenue. Appropriate new parking spaces would also be located in this facility.

The housing south of Ellice will be predominantly market housing. The Task Force received various imaginative proposals for senior citizens' housing and recommends that particular emphasis be given to senior citizens' housing in the program.

The Housing Complex will be highly compatible with recommended activities in neighbouring areas north of Ellice and west of Kennedy Street.

The Housing Complex will have a public open space linkage on the east extending from Portage Avenue through to Central Park. To assist in this element, it is suggested that the property adjacent to the Free Press be landscaped and developed as a linear park and buffer to the Free Press building.

4. Science Place Canada

The Task Force welcomes the decision to locate the new National Research Council Institute for Manufacturing Technology and ancillary facilities in Science Place Canada on the former St. Paul's College site.

This new facility will involve a quick start for construction, provide new employment and vitality to the area, and will supply ongoing opportunities for further development and linkages with the University of Winnipeg, the Urban Village and Portage Place.

The Task Force views Science Place Canada to be highly compatible with the proposed plan for North Portage.

5. The North of Ellice Neighbourhood

To strengthen the existing North of Ellice Neighbourhood, the Task Force recommends a number of actions be undertaken within the first year of the development utilizing available Core Area Initiative funding where appropriate. It is recommended that:

(a) the area be scheduled for a program of community improvement;

(b) improved safety measures be provided through police foot patrols and improved lighting;

(c) community recreation and day care facilities be provided as appropriate to an urban residential area; and

(d) street realignments be undertaken in this area to strengthen its residential character.

The Task Force also recommends a number of other actions for the existing north of Ellice community as follows:

(a) the construction, rehabilitation and renovation of approximately 300 housing units to accommodate market and non-market rental housing as well as co-operative and condominium housing;

(b) development of a community centre compatible with local area needs; and

(c) in response to the concerns of the YMHA, relocation of the Liquor Commission store at Ellice and Hargrave into the Portage Place complex.

6. Related Concerns

During the course of its work the Task Force received representations with respect to other concerns not included in the recommended Concept Plan.

The Task Force received many representations urging the relocation of the Bus Depot and the Mall Hotel. While this complex is outside of its terms of reference, the Task Force has noted the traffic generated by the Bus Depot/Mall Hotel complex. The Task Force concluded that it will not recommend any specific action at this time and expects that the development of Portage Place, the Urban Village and the Housing Complex will encourage redevelopment of the Mall Hotel Complex in a compatible manner.

The Task Force also received many submissions urging development of an Omniplex/Sportsplex/Arena facility in the area. The Task Force recommends that such a new facility should have a downtown Winnipeg location; however, it is not recommended that such a facility be included in Phase I (1983 to the end of 1988) development of the North Portage area. As a ten- to fifteen-year time frame appears more appropriate, it is recommended that an independent study be undertaken to determine the best downtown location, design and timing for such a facility in relation to the needs of professional sports in Winnipeg. The Winnipeg Football Club's proposal for a domed stadium should also be reviewed.

In making these recommendations, the Task Force recognizes the Winnipeg Jets as a major asset to the city and fully supports measures necessary to ensure a sound future for professional hockey in Winnipeg. The Task Force therefore recommends that appropriate authorities undertake immediate discussions with the Jets with a view to resolving any difficulties.

The Task Force considers the recommended Concept Plan a bold, innovative approach which will create an exciting, revitalized North of Portage area in a practical and balanced manner. The Plan can be implemented with the public funds already committed for North of Portage redevelopment by the three levels of government. It also recognizes and responds to the concerns of the local community.

This approach has been designed to encourage the private sector to undertake the retail, commercial and housing elements of the Concept Plan, thereby meeting the objective of stimulating new private investment and helping in the recovery of the Manitoba economy by starting construction as quickly as possible.

D. SCHEDULE FOR DEVELOPMENT

The recommended Concept Plan, which includes public, private and institutional investments, would be implemented over the five-year Phase I period between 1983 and 1988. The elements to be implemented by each group are identified below. In addition, elements are indicated for "quick start" implementation.

1. Joint Public Sector Elements:

The elements of the Concept Plan to be implemented jointly by the three levels of government (see Section E for the recommended Development Corporation mechanism) are summarized below:

Development Corporation Elements	Estimated Capital Cost ($ Million)
Land (assembly, demolition, etc)	20.0 - 33.0
Portage Place Mall/Walkways	13.0
Portage Ave. (relocate road and services)	6.4 - 8.9
Parking (up to 1500 stalls)	14.0 - 15.0
Total:	53.4 to 69.9

These elements would be proceeded with as soon as the appropriate implementation mechanism (the Development Corporation) is established and able to proceed with the necessary implementation steps. Construction is expected to begin in 1984.

2. Private Sector Elements

The elements of the Concept Plan expected to be implemented by the private sector are summarized below:

Private Sector Elements	Estimated Capital Cost ($ Million)
Housing - market (800 units)	40.0
- other (300 units)	13.5
Retail (200,000 sq. ft. or 18,580 sq. m.)	20.0
Office (200,000 sq. ft. or 18,580 sq. m.)	15.0
Union Centre (multi-use)	30.0
Hotel (350 rooms)	35.0
Food Street (40,000 sq. ft. or 3,720 sq. m.)	2.4
Total Private:	155.9

The housing element includes units in the Housing Complex, the Urban Village and the North of Ellice Neighbourhood which would be developed during Phase I. The retail and office elements will be in Portage Place and developed in response to proposals to be issued by the Development Corporation. The hotel is expected to be built in the latter stages of Phase I. The Union Centre is suggested for possible "quick start" scheduling.

3. Institutional and Other Elements

The elements of the Concept Plan to be implemented by institutional and other groups (without necessarily involving joint action by all three levels of government) are summarized below:

Institutional and Other Elements	Estimated Capital Cost ($ Million)
Science Place Canada	41.0
RWB and YMCA Fitness Complex	13.0
Science Centre (Phase I: 80,000 sq ft. or 7,430 sq. m.)	6.0
Total Institutional and Other:	60.0

The above list excludes the following additional elements recommended by the Task Force for which cost estimates have not been evaluated by the Task Force:

- the Adult Education Centre
- the Women's Centre
- the day care training program and other elements of the University of Winnipeg's Community Centre concept
- relocation of the YWCA activities
- North of Ellice community improvements and other related measures
- relocation of the Liquor Commission Store at Ellice and Hargrave
- North of Ellice community centre

4. Quick Start Elements

In light of the quick start objectives of the governments, the task force recommends consideration of all elements for quick start potential and specifically proposes that the Development Corporation and the governemnts proceed with and/or assist the

following $50 to $60 million "quick start" package of elements as soon as possible:

(i) Science Place Canada;
(ii) the Royal Winnipeg Ballet facility;
(iii) North of Ellice housing construction and rehabilitation for senior citizens and others;
(iv) North of Ellice community improvements.

Also, the Development Corporation and governments are recommended to encourage a quick start on the following related proposals that were presented to the Task Force:

(i) development of the Union Centre concept;
(ii) development of the adult education centre, the Women's Centre and University of Winnipeg's Community Centre;
(iii) the YMCA renovations.

E. THE IMPLEMENTATION MECHANISM

The Task Force proposes the creation of a community development corporation pursuant to Part XXI of the Corporations Act. The three levels of government, or their appointed representatives, will be equal shareholders in the Development Corporation. The Corporation will act under the following circumstances:

Organization

- The Development Corporation will be run by a Board of ten Directors, three to be appointed equally by each level of government and the tenth to be jointly appointed. The joint appointee will be the chairman.

- Directors will be appointed from the public. Elected officials and public servants will not be eligible for appointment.

- Directors will be entitled to compensation in such amounts as may be determined by the shareholders at the time of the organization of the Development Corporation.

- The Development Corporation, through its Directors, will engage a chief executive officer, who will then recommend the establishment of appropriate staff.

- It is recommended that Directors be appointed for a five-year term following which they may be appointed again on a rolling basis to allow for continuity. To facilitate early action, the Corporation may be formed with an interim Board of Directors as may be determined by the shareholders.

Responsibility

- The Development Corporation will receive from the government shareholders a Concept Plan and Financial Plan for implementation (Phase I Plan).

- The mandate of the Development Corporation will be to implement the approved Phase I Concept Plan in accordance with the approved Phase I Financial Plan.

- Within the Phase I time frame, the Development Corporation will prepare a Phase II concept and financial plan and possibly a Phase III concept and financial plan.

- Any material amendment to the Phase I Concept Plan or Phase I Financial Plan necessitated by market conditions or the results of the proposal call process will need to be unanimously agreed to by the shareholders.

- All other decisions of the Board of Directors and shareholders will be governed by majority decision.

Financial

- The Corporation will enter into funding agreements for capital contributions of no less that $20,000,000 from each of the three levels of government. Each funding agreement will comply with the financial control requirements of each level of government.

- The Development Corporation will have the power to borrow funds within the constraints of the approved Financial Plan.

- All borrowing by the Development Corporation will in principle be made without guarantees. However, guarantees may be granted by any level of government from time to time within the mandate of each level of government.

Reporting

- After an appropriate period of time, the Development Corporation Board will jointly review progress towards implementation with the shareholders.

- The Development Corporation will hold an annual meeting and issue an annual report.

F. THE FINANCIAL PLAN

The Task Force recommends the following Phase I Financial Plan for the Development Corporation to implement the Concept Plan:

1. Financial Responsibilities and Expenditures

(a) A total capital expenditures ceiling of $70 million for Phase I, to be used to provide the Concept Plan's elements dealing with land acquisition, covered public mall and walkways, up to 1,500 parking stalls, and relocation of Portage Avenue vehicular traffic and services.

(b) Responsibility for operating the parking facilities, for operating and maintaining the mall and related covered public spaces, and for planning and administering its own affairs.

(c) Provision of appropriate incentives to private sector developers of retail, office, housing and hotel elements. These incentives could include land lease arrangements to delay significant charges until a developer achieves adequate returns, and interest-free loans or other mechanisms during early years of operation.

(d) Payment of property taxes on all elements for which it has responsibility except public spaces.

2. Sources of Financing and Income

(a) Capital contributions, committed at the outset, of no less than $20 million each from the three levels of government for a total of $60 million as previously committed.

(b) A $5 million capital contribution from Program 7 of the Core Area Agreement, subject to the concurrence of the three levels of government.

(c) Approved borrowing authority of up to $20 million, to be phased in as necessary by the Development Corporation to complete its Phase I capital program and to provide for carrying costs and other operational costs during and after Phase I. The Development Corporation is encouraged to secure the most favourable terms for its borrowings in order to reduce its interest costs and levels of required debt.

(d) Revenues from parking facilities.

(e) Revenues from land leases with private sector developers of retail, office, housing and other elements whereby land rents will begin to be received by the Development Corporation as soon as these developers begin to earn reasonable returns, and whereby the Development Corporation will thereafter receive a reasonable share of developer net returns. Appropriate land leases should also be negotiated with the hotel and Union Centre elements.

(f) Appropriate terms should be negotiated with each south of Portage establishments that provide for their direct access to the new public mall.

The Task Force recommends that the Development Corporation in Phase I act to encourage the private sector to develop and operate the Concept Plan's retail, office, housing, Union Centre, hotel and food street retail elements, at an estimated total capital cost of about $156 million, on lands leased from the Development Corporation. Financial analysis of the retail, office and housing elements has been conducted to confirm viability for development under the recommended Financial Plan. It is anticipated that, in addition to the possible land lease incentives and the provision of parking space, private housing developers would likely require additional incentives for extended periods under the Federal Government's CRSP program and other similar mechanisms. Private developers and their tenants are assumed to pay property and business taxes as applicable.

In assessing the recommended Financial Plan, the Task Force has assumed that other institutional and public sector spending estimated at about $60 million (e.g. Science Place Canada, R.W.B., fitness complex, Science Centre) would not affect the Development Corporation's financial situation. The Task Force has also not attempted to estimate revenues and cost recoveries from south of Portage establishments that secure direct access to the new public mall. Finally, annual inflation rates of 8 percent and a 13 percent-per-year cost of borrowed funds were assumed.

In summary, the recommended Financial Plan for the Development Corporation involves capital spending of up to $70 million and direct funding from governments and the Core Area Initiative of $65 million. Projection of the Development Corporation's cash flow indicates that the recommended $20 million level of borrowing authority for the Development Corporation is adequate. The Development Corporation's borrowing related to Phase I activities is projected to peak in the mid-1990s and to fall to insignificant levels by the year 2000.

G. ECONOMIC IMPACTS

Economic impacts estimated for the complete recommended Phase I development plan are highlighted below:

1. A private/public investment leverage of about 2:1, i.e., $70 million of Development Corporation investment relates to more than $155 million of private investment in the area.

2. More than 7,000 person-years of new construction-related employment in Winnipeg, involving over $150 million in wages and salaries.

3. Over 3,000 new, permanent jobs in the North Portage area once all Phase I elements come into full operation, involving over $50 million in wages and salaries annually. This estimate excludes employees working in new office space developed under the plan, and includes jobs redistributed from other areas of Winnipeg.

4. Direct federal government costs are estimated to exceed $72 million; fiscal benefits to the federal government are estimated at $65 million during construction and at $4 million per year during operation.

5. Direct provincial government contributions are estimated to include the basic $20 million grant commitment and consideration of financing other institutional elements; fiscal benefits to the provincial government are estimated at $18 million during construction and at about $1 million per year during operation.

6. Direct City of Winnipeg costs will be accounted for almost entirely by the $20 million initial grant. Once the Phase I plan is fully developed with all elements operating, the City is estimated to receive $3.6 million per year ($1983) in new property and business taxes over and above existing taxes. (Existing taxes in this area are about $1.7 million per year.)

In summary, the recommended plan will provide sizeable economic and social benefit to the North of Portage area and the City of Winnipeg. During the next five years this plan will generate a significant number of new construction jobs and related investment spending in Winnipeg. Senior levels of government will receive major fiscal benefits from this activity. The local area and the Winnipeg region will also benefit from new permanent jobs and economic activity. The recommended plan provides cost-effective use of available public funds committed for redevelopment of this area. Among the comprehensive proposals

examined by the Task Force, this is the best approach to meet all relevant economic and social public policy perspectives.

II. STEPS TO IMPLEMENT THE PLAN

The Task Force recommends the following steps be undertaken to implement the recommended Plan for North Portage development:

1. The private sector and the general public be fully briefed on the findings and recommendations of the Task Force as soon as possible.

2. The three levels of government approve the recommended Concept Plan and Financial Plan for the North of Portage area and proceed with land acquisition and assembly as required.

3. A Development Corporation be established to:

   - implement the approved Concept Plan in accordance with the Financial Plan;

   - hold the assembled land;

   - develop, coordinate and deliver the public sector components;

   - provide the necessary incentives to stimulate the private sector development and coordinate it with the public sector components; and

   - encourage on behalf of the shareholders, the specific elements recommended by the Task Force to be carried out by organizations other than the Development Corporation. This includes facilities such as Science Place Canada, YMCA renovation, University of Winnipeg Community Centre, the Women's Centre, the Union Centre complex, the Royal Winnipeg Ballet, and the public-oriented Science Centre.

     The relationship between the Core Area Agreement and the Development Corporation should be clarified at the outset by the shareholders by way of the approval of appropriate project authorizations and by way of other necessary formal agreements.

4. The provision of firm financial and other required commitments to the Development Corporation by each level of government.

5. The calling for proposals by the Development Corporation for identified components of the Plan as soon as possible. The Development Corporation will establish appropriate design guidelines for these proposals, including provision for suitable phasing of construction to assist relocation of existing owners, tenants and businesses in the area. These

existing groups will also receive priority consideration for relocating into Portage Place.

6. The securing of the necessary zoning and planning approvals in accordance with the overall Concept Plan in order to implement the Plan.